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13 September 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM : Richard Lehman
Deputy to the DCI for National Intelligence

SUBJECT : Nominees for Director's Advisory Panel on Estimates

1. Attached is a list of people whom we consider suitable for inclusion in the Advisory Panel on Estimates. The Panel, you will recall, is to consist of about 35 members.

2. The attached list numbers over 50, to allow for people you may not wish to invite or people who may not wish to serve. It reflects nominations from other offices in CIA and the Community, though most were suggested by the NIOs.

3. It is composed almost entirely of people in private life, though some are retired from State, Defense, the NSC Staff and the Agency.

4. It is roughly balanced between older established figures and younger people, contains a decent proportion of women, and the business community is represented as well as, of course, academics and think tanks.

5. I send you the list now, in short form, to give you a chance to react to the overall composition and distribution. We have talked to none of these people, nor will we until discussing the matter with you. Note we have no ex-Congressional representation. You may have some suggestions.

Deputy to the DCI for National Intelligence

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MEMORANDUM FOR: D/DCI/NI and NIOs

SUBJECT : Advisory Panel Nominees - Rough Categories of Prime Expertise

Most of the Panel nominees can fairly be claimed to be generalists, and they have been put on the list for that reason. But most generalists have a primary orientation or specialty. The categories below group the alphabetical list roughly by primary specialty. It is intended to give an idea of the adequacy of geographical-functional coverage provided by the list so far. It reflects a discussion on 7 September with the NIOs. It numbers more than 50, to allow for refusals or people whom the DCI may not wish to include.

Soviet (and Chinese) Military

1. Blechman, Barry (Brookings)
2. Goodpaster, Andrew (Citadel)
3. Lodal, Jan (Former NSC Staff)
4. Nitze, Paul (Former SALT, etc.)
5. Odeen, Phillip (Former NSC Staff)
6. Schlesinger, James (Former Secretary of Defense)
7. [REDACTED]
8. Weyand, Frederick (USA, Retired)
9. Wohlstetter, Roberta (University of Chicago)

Soviet - Other

10. Becker, Abraham (RAND)
11. Grossman, Gregory (University of California)
12. Horelick, Arnold (RAND)
13. [REDACTED]
14. Legvold, Robert (Tufts)
15. Lipson, Leon (Yale)
16. Shulman, Marshall (Columbia)
17. Taubman, William (Amherst)

Middle East - South Asia

18. Barger, Thomas (ARAMCO, Retired)
19. Hart, Parker (State Department, Retired)
20. Palmer, Norman (University of Pennsylvania)

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China, Japan, and Other FE

21. [REDACTED]
22. Greene, Fred (Williams)
23. Leonard, James (UN Association)
24. Oksenberg, Michel (University of Michigan)
25. Perkins, Dwight (Harvard)
26. Scalapino, Robert (University of California)
27. Solomon, Richard (RAND)

Africa

28. Marcum, John (University of California)
29. (Christison to propose one more)

Latin America

30. Fishlow, Albert (University of California)
31. (Hopkins to propose one more)

Western Europe - Political and Military

32. Livingston, R. Gerald (German Marshall Fund)
33. Menderhausen, Horst (RAND)
34. Pierre, Andrew (Council on Foreign Relations)
35. Schaetzel, Robert (State Department, Retired)

Economics, Oil, North-South Issues

36. Grant, James (Overseas Development Council)
37. Johnson, Robert (Colgate)
38. Malmgren, Harold (Overseas Development Council)
39. Peterson, Peter (Lehman Brothers)
40. Zwick, Charles (Southeast Development Corporation)

Science and Technology

41. Branscombe, Louis (IBM)
42. Kramish, Arnold (R&D Associates)
43. May, Michael (Livermore, Retired)
44. [REDACTED]

No Particular Specialty

45. [REDACTED] (OCI, Retired)
46. Huntington, Samuel (Harvard)

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- 3 -

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- 47. Knorr, Klaus (Princeton)
- 48. May, Ernest (Harvard)
- 49. Menshikoff, Joyce (Miami Law)
- 50. Meyer, Cord (CIA)
- 51. Osgood, Robert (Johns Hopkins)
- 52. Schilling, Warner (Columbia)
- 53. Sheldon, Eleanor (Social Science Research Council)
- 54. Yost, Charles (State Department, Retired)

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National Intelligence Officer
for Western Europe

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